

Physical Sciences and Engineering Diversity & Inclusion Action Plan: 2013

“My philosophy as a leader is to enable and make space to allow people to do the great things of which they are capable. Argonne is full of brilliant minds. Those minds have been nurtured with their background — enriched by ethnicity, race and gender — and that richness is something we must value as empowering a truly creative organization.”

— Peter Littlewood, Associate Laboratory Director, Physical Sciences and Engineering



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Laboratory Director,
Physical Sciences and
Engineering**

Argonne's Physical Sciences and Engineering (PSE) directorate is creating new materials and chemistries, and advancing accelerator physics. Its divisions include Chemical Sciences and Engineering (CSE), High Energy Physics (HEP), Materials Science (MSD), Nanoscience and Technology (NST) and Physics (PHY).

The top five career classifications in PSE are Physics, Chemistry, Materials (Ceramics and Metallurgical), Administrative Support and Chemical, Electrical-Electronic and Mechanical-Civil Engineering. These account for 75% of PSE's work.

PSE operates and manages many outstanding national science and engineering research facilities and welcomes the brightest minds from industry, academia and other government laboratories to pursue scientific discovery and innovation. Two of PSE's facilities — the Center for Nanoscale Materials and the Electron Microscopy Center — are official U.S. Department of Energy scientific user facilities. Operated as national scientific resources, these facilities are sophisticated research machines that would be too expensive for a single company or university to build and operate.

Diversity & Inclusion as a Differentiator

PSE is committed to integrating diversity and inclusion into the core of our organization, not only because it makes good business sense, but because it is simply the right thing to do. The ability to manage a diverse workforce enables PSE to drive innovation, achieve greater productivity and operate more efficiently and effectively. Diversity and inclusion is an inherent part of our culture, research success and business growth.

Best People

Goal 1: Broaden candidate pool search to include reaching out to diverse sources

Action	Hiring committees participate in search briefings and document their effort to create and maintain a diverse workforce by seeking opportunities for candidate recruitment in the career classifications where underutilization has been identified.
Action Lead	Associate Laboratory Director (ALD); Division Directors
Resources	Hiring committees to work in collaboration with the PSE Human Resources (HR) manager for search briefing/strategy and extended recruitment reach of diverse talent pool.
Timeframe	January 2013 – September 2013
Metric	100% of hiring committees for exempt staff recruitment will complete Diversity & Inclusion briefing and related documentation.

Goal 2: Develop best talent — Employee development plan

Action	Line managers will engage in two annual discussions with their employees — an aspiration discussion to determine organizational potential and a goal/action setting discussion. Having a better understanding of the employee's goals will lead to a more tailored development plan in which both parties can invest. Discussions are expected to be integrated into part of the performance feedback discussion conducted annually.
Action Lead	Division Directors
Resources	ALD to set expectations; Division Directors and/or line managers need to be flexible about what constitutes staff development; use of non-traditional formats and resources; PSE HR manager will provide support, guidance and/or resources that encourage dialogue.
Timeframe	October 2012 – September 2013
Metric	100% of RD2/RD3 employees documented development discussions. 70% of RD4/RD5 employees documented development discussions. Staff development aims to promote and support an emerging learning culture that enhances individual and laboratory capability.

Inclusive Culture

Goal 3: Intentionally create a supportive culture for work-life balance

Action	Identify practices and behaviors that will support work-life balance — matching PSE's flexibility and resources with employee's needs.
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Action Lead	Amanda Petford-Long, Nanoscience and Technology Division Director, Argonne Distinguished Fellow and member of Argonne's Diversity & Inclusion Advisory Council
Resources	Topical listing of actions which support or reduce work life balance. PSE HR manager will provide support, guidance and/or resources that progress the related communication and/or program design.
Timeframe	August 2013 (present to PSE Division Directors)
Metric	Complete an employee climate survey within the PSE directorate. This feedback process will provide an understanding of how PSE employees perceive work-life balance along related dimensions. The survey will be essential to facilitate the development of related organizational change.

Goal 4: Increase inclusion of all employees on committees

Action	Broaden committee representation across levels
Action Lead	Division Directors
Resources	Current listing of employee membership to committees. PSE HR manager will provide support, guidance, and/or resources that progress the related integration strategy.
Timeframe	January 2013 – September 2013
Metric	Communicate to employees on the importance of serving on various internal and external committees. Broaden participation to all employees within PSE.

Mission Integration

Goal 5: Broaden representation of invited speakers to divisional roundtables

Action	Division Directors or Senior Scientists to speak at laboratory diverse events and/or heritage events that support PSE's outreach commitment as an increasingly important part of their diversity and inclusion commitment.
Action Lead	Division Directors
Resources	Listing of opportunities and scheduled events for speaking engagement opportunities for Division Directors and scientists; enlistment of directorate leadership, panel discussions and a diverse pool of nationally known speakers addressing topics such as leadership development and work-life balance; PSE HR manager will provide support, guidance and/or resources that progress the related mission integration strategy.
Timeframe	January 2013 – September 2013
Metric	Schedule a minimum of six speaking opportunities in 2013 with a 10% increase in diverse speakers over 2013 and each year thereafter.

External Reputation and Partners

Goal 6: Take key role in diverse outreach

Action	Division Directors and/or Senior Scientists to speak at universities or external recruitment events that support the laboratory's outreach commitment as an integral part of the laboratory's Diversity & Inclusion Initiative.
Action Lead	Peter Littlewood, ALD
Resources	PSE HR manager will provide support, guidance and/or resources that progress Diversity & Inclusion briefings and documented employment search efforts.
Timeframe	January 2013 – September 2013
Metric	Schedule a minimum of five speaking opportunities in 2013 with a 10% increase at diverse speaking events over 2013 and each year thereafter.